



# Department of Defense DIRECTIVE

January 9, 1987  
NUMBER 1322.18

SUBJECT : Military Training

ASD (FM&P)

- References:
- (a) Title 10, United States Code, Sections 133 and 141
  - (b) DoD Instruction 5000.2, "Major System Acquisition Procedures," March 12, 1986
  - (c) DoD Directive 5000.39, "Acquisition and Management of Integrated Logistical Support for Systems and Equipment," November 17, 1983
  - (d) DoD Directive 4100.15, "Commercial Activities Program," August 12, 1985
  - (e) through (o) , see enclosure 1

## A. PURPOSE

This Directive establishes DoD policy, provides procedures, and assigns responsibilities for the training of military personnel and military units under the authority of reference (a).

## B. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD) , the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Inspector General of the Department of Defense (IG, DoD) and the Defense Agencies. The term "Military Services," as used herein, refers to the Army, Navy, Air Force, and Marine Corps. The term "Reserve components" refers collectively to the Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve.

## C. DEFINITIONS

1. Training. Instruction and applied exercises for the acquisition and retention of skills, knowledge, and attitudes required to accomplish military tasks.

a. Collective Training. Instruction and applied exercises that prepare an organizational team (such as a squad, aircrew, battalion, or multi-Service task force) to accomplish required military tasks as a unit.

b. Individual Training. Instruction provided to an individual military member, either in a centralized training organization or in an operational unit, which prepares the member to perform specified military tasks.

(1) Institutional Training. Individual training conducted in a school or training center of a centralized training organization.

(2) On-the-Job Training (OJT). Individual training in designated . job skills provided to individual members when serving in job positions in operational units.

c. Unit Training. Individual or collective training conducted by an operational unit.

#### D. POLICY

It is DoD policy to provide military training programs for the total force that effectively support required levels of force readiness and that use resources efficiently.

#### E. PROCEDURES

##### 1. General

a. Training as a System. All types of military training, as defined in section C. , above, shall be considered as interdependent parts of an overall training system. Possible effects on other parts of the system shall be considered when decisions are made that primarily concern one part of the system. For example, the effects on unit training shall be a key consideration in decisions on institutional training.

b. Allocation of Resources for Training. Allocation of resources for the training of military individuals and units, including those of the Reserve components, shall be consistent with assigned wartime missions and employment and deployment schedules and related requirements for training.

c. Planning Training for New Systems. Planning training support for new weapon and equipment systems, including the timely development and procurement of simulators and other training devices, shall be an integral part of the materiel acquisition process. (See DoD Instruction 5000.2 and DoD Directive 5000.39, references (b) and (c).)

d. Innovation in Training Technology. Vigorous research programs shall be conducted for developing innovative uses of training technology to make military training programs more effective and efficient.

e. Application of Simulation. Simulators and other training devices for weapon systems and equipment shall be developed, procured, distributed, and used when they are capable of effectively and economically supplementing training on the actual equipment. Particular emphasis shall be placed on simulators that provide training that might be limited by safety considerations or constraints on training space, time, or other resources. When deciding on simulation issues, the primary consideration shall be improving the quality of training and consequently the state of readiness. Potential savings in operating and support costs normally shall be an important secondary consideration.

f. Application of Technology to Reserve Component Training. The use of technology shall be emphasized in developing solutions to the unique training problems of the Reserve components that are related to geographical location and to limited time and training facilities.

g. Allocation of Training Munitions. Service ammunition, including missiles, used for training shall be conserved by:

(1) Establishment of training munition allocations for each weapon system and ammunition type at the minimum level consistent with the required level of operator or crew proficiency.

(2) Use of simulation, laser firing devices, and less expensive training rounds or subcaliber devices and ammunition where applicable.

(3) Maximum feasible use of test and lot verification firing to satisfy training requirements.

(4) Development and use of effective targets and hit-sensing systems to improve the training value of live firing.

h. Use of Contract Support. Contract services shall be used to support and/or conduct instruction in military training programs when applicable under the criteria in DoD Directive 4100.15 (reference (d)).

## 2. Individual Training

a. Training Requirements and Utilization. All training of military members shall be based on requirements for knowledge and skills needed for specific military jobs or, as applicable, on requirements for broader military skills, such as leadership.

(1) The number of members to be trained shall be based on the number of job positions in the approved force structure, the projected inventory of qualified members, and projected gains and losses in each skill and skill level.

(2) To avoid unnecessary training, assignment policies for each job skill shall be aimed at fully utilizing qualified members with relevant previous training.

(3) Because of the high cost for each flight training graduate, computations of aviator requirements, utilization of inventories of qualified members, and determination of aviator training rates shall be managed closely. The DoD goal is for aviator training rates to support total force aviator requirements (grade O-5 and below) without significant shortfalls or excesses. Aviators shall be assigned to operational flying positions throughout their periods of initial obligated service, or for at least the first 72 months of that service, unless unusual circumstances justify an exception to this policy.

b. Procedures for Structuring Training Programs. A systematic set of procedures shall be used to design, conduct, evaluate, and revise individual training programs. Unless relevant prior experience makes one or more of those procedures unnecessary, the process shall include the following steps:

(1) Identify training requirements for tasks to be performed on the job and the knowledge and skills required to perform those tasks.

(2) Determine the proper allocation of training tasks between institutional training and OJT in operational units.

(3) Choose the most cost-effective methods of instruction and identify training equipment and other media requirements.

(4) Investigate methods of tailoring training to the more restricted time available to members of the Reserve components and develop curricula to meet their needs.

(5) Develop programs of instruction, including exportable instructional packages to support OJT in units.

(6) Develop methods based on performance objectives for evaluating student progress and success.

(7) Develop procedures, including feedback from operational units, for evaluating training programs to provide a basis for revisions and to verify that the programs meet training requirements at an acceptable cost.

c. Other Related Considerations

(1) Since military trainees and students must be paid and supported and are unavailable to operational units while they are in school, institutional training courses shall be no longer than required to fulfill course objectives as identified through a systematic needs analysis. Teaching methods such as individualized instruction, which satisfy course objectives and compress time in training status, shall be considered for use when determined to be effective and economical and when student capabilities make these teaching methods feasible. Minimal time shall be spent awaiting training or awaiting reassignment after training.

(2) The satisfactory performance of identified learning tasks, when feasible, shall be the criterion for graduating from school courses.

(3) The ability of operational units to conduct effective OJT shall be considered when dividing responsibility for teaching tasks between schools and operational units during the development of training programs. Where significant differences exist between active and Reserve component units, these differences also shall be considered.

(4) Computer-based instruction shall be considered as a medium for delivery or management of instruction when front-end analysis determines that its use is effective and efficient.

d. Training of New Military Personnel. All new officer and enlisted personnel of the active and Reserve components shall be given fundamental

instruction for transitioning to the military environment, instilling discipline, and teaching military skills required of all or most members of the Military Service concerned. In addition, new personnel shall receive training in occupational specialties through institutional training courses or OJT. Such institutional training normally shall be limited to the skills required in the initial period of service, i.e., the first enlistment period for enlisted personnel and the initial term of obligated service for officers.

e. Training of Noncommissioned Officers (NCOs). Each Military Service shall maintain military training programs, including institutional courses and OJT, which, with job experience, provide for the continued development of NCOs as leaders and skilled technicians.

f. Training of Officers. A structure of training programs for officers shall be maintained to provide a foundation for progressively more demanding leadership, managerial, and technical responsibilities and subsequent professional military education.

g. Inter-Service Training Cooperation. The Military Services shall work together to determine effective and affordable solutions to common training problems. Inter-Service consolidation or collocation of training shall be considered when applicable.

h. DoD Schools. When skills with a high degree of commonality are required in more than one Military Service, consideration shall be given to establishing a single DoD school, if cost effective, to provide the required training.

i. Capability for Mobilization Expansion. Each Military Service shall review periodically its requirement for trained military manpower under mobilization conditions and its capacity in facilities, equipment, and training staff for meeting this requirement. Verified deficiencies shall be considered for phased correction.

### 3. Collective Training

a. Requirements for Collective Training. Collective training shall serve to achieve standards of unit proficiency required to accomplish wartime missions.

b. Realism. Subject to such constraints as safety requirements and limits on space for training, all collective training shall be conducted under conditions and rates of activity closely approximating those that the units being trained may encounter in combat.

(1) When constraints limit the use of realistic training conditions, then simulation and other products of training technology shall be used as applicable to enhance realism.

(2) Collective training, to the degree feasible, shall include electronic warfare activity; nuclear, biological, and chemical defense activity; and the periodic use of opposing forces trained in the tactics of potential adversaries.

(3) All collective training exercises shall emphasize realistic performance of the functions of individual personnel in the exercising units.

(4) Support units shall be integrated into exercises for realistic training in their wartime supporting roles.

c. Joint and Combined Exercises

(1) Units from two or more Military Services that might operate together in wartime shall conduct joint exercises periodically to maintain a high standard of coordination and joint control.

(2) Combined exercises with allied forces shall be conducted for establishing and maintaining a capability to cooperate effectively in wartime.

d. Shared Use of Training Facilities. To ensure effective and efficient utilizing of training facilities:

(1) Each of the Military Services, as applicable, shall coordinate with the other Military Services the shared use of training ranges, maneuver areas, devices, and other training resources under its control.

(2) Each DoD Component having under its control ranges, maneuver areas, and other facilities and devices that have training potential but are maintained primarily for supporting research, development, test, and evaluation or other non-training functions shall make them available as applicable for shared training use.

e. Operational Activities and Training. To the extent feasible, participation in operational missions shall be used to meet the collective training requirements of the units involved.

f. Reserve Component Collective Training. Reserve component units shall be integrated into applicable exercises with the active forces. Reserve component units shall conduct other collective training as required to develop and maintain military capability.

g. Evaluation. All collective training and exercises shall be evaluated against established standards of mission proficiency for identifying and correcting deficiencies.

F. RESPONSIBILITIES

1. The Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)), under DoD Directive 5124.2 (reference (e)), shall be responsible for overall policy and program review of training programs for military personnel and programs for the collective training of military units.

2. The Director of Defense Research and Engineering (DDR&E), under DoD Directive 5129.1 (reference (f)), shall have primary responsibility in the Office of the Secretary of Defense for policy and program review of research and development in the field of training technology.

3. The Assistant Secretary of Defense (Acquisition and Logistics) (ASD(A&L)), under DoD Directive 5128.2 (reference (g)), shall have primary responsibility in the Office of the Secretary of Defense for policy and program review of the acquisition of training devices and the operation of the integrated logistics system.

4. The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) (ASD(C I)), under DoD Directive 5137.1 and DoD Directive 5160.41 (references (h) and (i)), shall have primary responsibility for policy and program review of training in intelligence skills and intelligence-related foreign language skills.

5. The Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)), under DoD Directive 5125.1 (reference (j)), shall:

a. Have primary responsibility for policy and program review of Reserve component training conducted in an inactive duty status or during annual training (AT).

b. Advise ASD(FM&P) on active duty for training (ADT) conducted by active components for Reserve component members and on other military training issues affecting the Reserve components.

6. The Assistant Secretary of Defense (Health Affairs) (ASD(HA)), under DoD Directive 5136.1 (reference (k)), shall have primary responsibility for policy and program review of training programs for health care personnel.

7. The Inspector General, Department of Defense (IG, DoD), under DoD Directive 5106.1 (reference (l)), shall have primary responsibility for policy and program review of training programs for audit, inspection, and investigative personnel.

8. The Joint Chiefs of Staff (JCS), under 10 U.S.C. 141 (reference (a)), shall formulate policies for joint training.

9. The Secretaries of the Military Departments shall establish and conduct training programs in accordance with this Directive.

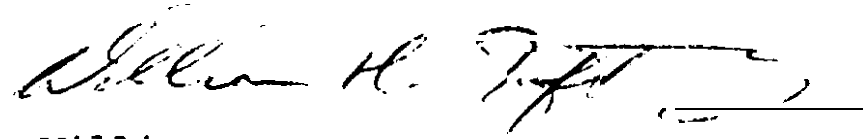
10. The Director, Defense Intelligence Agency (DIA), under DoD Directive 3305.2 (reference (m)), shall establish policies and procedures to ensure that general intelligence training is provided to DoD Components.

11. The Director, Defense Security Assistance Agency (DSAA), under DoD Directive 2055.3 (reference (n)), shall be responsible for policy and program review of training programs for personnel engaged in security assistance activities.

12. The Director, National Security Agency (NSA)/Chief, Central Security Service (CSS), under DoD Directive 5210.70 (reference (o)), shall ensure the technical adequacy of all cryptologic training.

G. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Forward one copy of implementing documents to the Assistant Secretary of Defense (Force Management and Personnel) within 120 days.



William H. Taft, IV  
Deputy Secretary of Defense

Enclosure - 1

1. References



REFERENCES, continued

- (e) DoD Directive 5124.2. "Assistant Secretary of Defense (Force Management and Personnel)," July 5, 1985
- (f) DoD Directive 5129.1. "Under Secretary of Defense for Research and Engineering," November 19, 1985
- (g) DoD Directive 5128.2, "Assistant Secretary of Defense (Acquisition and Logistics)," November 19, 1985
- (h) DoD Directive 5137.1, "Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)," April 2, 1985
- (i) DoD Directive 5160.41, "Defense Language Program (DLP)," August 2, 1977
- (j) DoD Directive 5125.1, "Assistant Secretary of Defense (Reserve Affairs)," January 12, 1984
- (k) DoD Directive 5136.1, "Assistant Secretary of Defense (Health Affairs)," October 5, 1984
- (l) DoD Directive 5106.1, "Inspector General of the Department of Defense," March 14, 1983
- (m) DoD Directive 3305.2, "DoD General Intelligence Training," July 20, 1984
- (n) DoD Directive 2055.3, "Manning of Security Assistance Organizations and the Selection and Training of Security Assistance Personnel," March 11, 1985
- (o) DoD Directive 5210.70, "DoD Cryptologic Training," November 3, 1980